

FOREWORD

Change is the one constant in the history of the United States Army. For 222 years the Army has changed and adapted to ensure the security of the nation. Since the end of the Cold War the Army has undergone a great deal of change—both physically and culturally. Despite this change the Army has remained trained and ready. In the past seven years the Army has deployed twenty-seven times and has enhanced its reputation as the world’s best army. However, this change has a human dimension—our soldiers are extremely busy. We have accomplished this because of our quality soldiers who have a strong values base. As we prepare for the challenges of the 21st Century, America’s Army must continue to emphasize the values and traditions that are the bedrock of this institution.

America’s Army is unique because of the quality of our soldiers. As General Creighton Abrams, the Chief of Staff of the Army in the early 1970s, said, “The Army is not made of people, the Army is people. By people I do not mean personnel . . . I mean living, breathing, serving human beings. They have needs and interests and desires. They have spirit and will, strengths and abilities. They have weaknesses and faults; and they have means. They are the heart of our preparedness . . . and this preparedness—as a nation and as an Army—depends upon the spirit of our soldiers. It is the spirit that gives the Army . . . life. Without it we cannot succeed.”



“The Army is not made of people . . . the Army is people.”

General Creighton Abrams



THE HIGH COST OF CHANGE

PHYSICAL CHANGE

The 21st Century began for the United States Army with the fall of the Berlin Wall in 1989. Eight years later, the active Army has completed its drawdown from a Cold War strength of 781,000 to a force of 495,000 soldiers. In real terms, the ranks have been reduced by 36 percent, and resources have been reduced by 39 percent. Since the drawdown began in FY89, the total force has been reduced by 620,000 soldiers and civilians. The Total Army, active and reserve, has been reduced in size from 28 divisions to 18 divisions. The Army has closed over 600 bases around the world. The Army's presence in Europe has been reduced from almost 216,000 people to about 65,000 people. Today's Army is smaller than at any time in the last 57 years. In terms of size, the Army is only the eighth largest in the world.

The hard, uncompromising truth is that today we are doing more than we were doing with the earlier Army—and we do it with far less people. We have added numerous operational deployments while remaining trained and ready. Consequently, the personnel tempo (PERSTEMPO)—a soldier's time away from home station—has increased by 300 percent since 1989.

In the past eight years the Army has changed physically and culturally—but there is a human dimension to this change.

“... the world is now more interdependent than ever, the line between domestic and foreign policy has been erased, and our security and economic interests are inseparable. ... the history of this century teaches us that as America's engagement around the world increases, the likelihood we will be drawn into conflict decreases.”

Former Secretary of State, Warren Christopher





As the Nation's only full-spectrum force, capable of responding across the range of threats and challenges, the Army is engaged around the world—protecting the national interests, supporting the national security strategy, and assisting the Nation at home. We have changed from the threat-based force of the Cold War to a capabilities-based force. The Army has more than 100,000 soldiers and 28,000 civilians stationed around the world, primarily in Europe and in the Pacific. On any given day last year, on average, an additional 35,000 soldiers were deployed away from their home stations, conducting operations and participating in exercises in over 70 countries. Current missions include the Sinai, Macedonia, Kuwait, Haiti, “Partnership for Peace” exercises in Europe, Joint Task Forces for counterdrug operations, hurricane and flood relief, as well as Operation Joint Guard in Bosnia. Concurrently, units are routinely deployed to our combat training centers, training to maintain readiness for possible regional conflicts.

CULTURAL CHANGE

Despite this pace, in the past eight years the Army has also experienced a fundamental cultural change. The Army completely rewrote and implemented a new doctrine. This new doctrine was critical because the Army was called upon to implement a new strategy, moving from a strategy of Containment to a strategy of Engagement. The Containment strategy was designed to prevent war, and it did that—it won the Cold War. The engagement strategy is a strategy to ensure success—to help shape the environment—to contribute to global stability and prosperity in the 21st Century. The United States Army has been at the forefront of strategic change, clearly demonstrating to the world that we are a full-spectrum force—a capabilities-based force—a force of decision.

“We are now concerned with the peace of the world—and peace can only be maintained by the strong.”

George C. Marshall

“There are times when only America can make the difference between war and peace, between freedom and repression, between hope and fear . . . and where we can make a difference— America must act and lead.”

President Clinton



In 1996, the Army conclusively proved that it was indeed a full-spectrum force, providing the Nation with the capabilities it needed to deter war, compel adversaries, reassure allies, and provide military support to civilian authorities. In Bosnia, America’s Army undertook the difficult mission of bringing peace to an area of the world mired in ethnic hatred and civil war. This operation commenced when our soldiers bridged the Sava River between Croatia and Bosnia - Herzegovina. At the Sava River, the American soldier once again displayed the spirit and will to win that has been displayed in every major operation since Valley Forge. Under the most difficult circumstances imaginable, soldiers constructed the longest pontoon bridge in recent history. Despite freezing cold, snow, rain, mud, and a 100-year high flooding of the river, the bridge was completed with zero fatalities and zero injuries. Daily, American soldiers demonstrate their professionalism, technical skill, compassion, and determination to accomplish difficult missions in often dangerous and unforgiving environments. The same determination to succeed and the same technical skill, augmented by situational awareness, have led to success in the peacekeeping mission itself. Our contributions to stabilizing and rebuilding Bosnia are tangible proof that “boots on the ground”—a visible force of well-trained, professional soldiers—are the best possible means of showing warring parties that America will back its policies with force.

But the U.S. Army was also busy elsewhere in the world throughout 1996. In September the 1st Cavalry Division deployed a brigade to Kuwait to deter Iraqi aggression. In less than 96 hours from the time they

were told to go, First Team soldiers closed the first unit in its tactical assembly areas, ready to fight. This example demonstrates how much the Army has changed in six years—in Operation Desert Shield it took 30 days to deploy a similar force.

Our soldiers still stand guard on the Demilitarized Zone in Korea, deterring war between North and South Korea. American soldiers participated in 16 NATO “Partnership for Peace” exercises designed to expand and improve interoperability among NATO and other European nations. Operation Able Sentry, a peacekeeping operation, involves a task force that observes and reports from the former Yugoslav Republic of Macedonia as part of the United Nations Preventive Deployment Force. Soldiers’ presence, manning outposts between Macedonia and Serbia, is extremely important to protect the border and bring stability. Similarly, 61 soldiers stand watch on the border between Ecuador and Peru to assist in the peaceful settlement of the border dispute between two important trading partners. A small number of soldiers properly trained at the right place are truly a strategic asset to the Nation. We also provided support to the Summer Olympics and protected American homes and property by fighting fires in the northwestern part of the United States. American soldiers on the ground around the world serve not only as emissaries advancing the security interests of the United States, but also as role models promoting U.S. values.

HUMAN DIMENSION

The high operating tempo (OPTEMPO) of our soldiers is a direct result of the physical and cultural changes of the last eight years. However, the physical and cultural changes do not tell the whole story. There has also been a great deal of human emotion and distress associated with the drawdown and numerous and continuing mission requirements. As the OPTEMPO has increased, the stress on soldiers’ families has also increased. At the same time soldiers are deployed more than ever before, their families have to travel greater distances for child care. It now takes their children longer to travel by bus to school. We don’t have as many teachers in Europe to support the education of soldiers’ dependents. Medical support for soldiers’ families is not nearly as robust as it was before the drawdown. All of these changes, too, take a toll.



TECHNOLOGY AND THE HUMAN DIMENSION

The cornerstone of America's Army will continue to be quality soldiers who possess a strong sense of values.

Technology and the ability to handle it will be increasingly important, but the outcome—whether victory or defeat—will be decided by soldiers.

In addition to the physical and cultural changes of the past eight years, another major force for change that the Army must incorporate is technology. Information age technology offers the Army the opportunity to greatly enhance mobility, lethality, and communications. However, while technology is critical, it cannot change fundamental principles of war. The cornerstone of America's Army will continue to be quality soldiers who possess a strong sense of values. To some the idea of information age warfare conjures up images of bloodless conflict, images that resemble a computer game more than the bloody wars we have known in the past. Nothing could be further from the truth. The style of warfare will change, but its impact on nations, armies, and soldiers will not. The fates of nations and armies will still be decided by war, but with speed and lethality unmatched in the past. Losers could still spend generations recovering from the consequences of defeat. Whatever technological and operational changes may occur, however, soldiers will always be the key to victory.

As our experiences in the last eight years have demonstrated, the geostrategic environment has radically changed. Our task is to maintain the world's most flexible and capable army while transitioning to meet the requirements of the National Security Strategy. To meet the new and





varied challenges of the future, we have changed from a threat-based force to a full-spectrum capabilities-based force. Our technology is tremendously powerful and will assist us in this effort, but it means that everyone must be doing their job right. That is why the human dimension is so critical to our continuing success, for the challenges of the 21st Century will require soldiers and leaders who have the cognitive skills (mental agility, integrative thinking, synthesis) to conceive new operational methods and employ new technologies with boldness and audacity.

Technology and the ability to handle it will be increasingly important, but the outcome—whether victory or defeat—will be decided by soldiers. In the future our emphasis on fundamental soldier skills will pay off. We must never lose these basic soldiering skills. The battlefield will always be a dangerous, frightening, and lonely place. Only soldiers of character and courage, well trained, ably led, and properly equipped will survive to win on tomorrow's battlefields as they have in the past.

America will need soldiers who possess the moral character, firm will, and professional ability to separate warring factions; to reassure fearful civilians; to restore public order; to protect and deliver humanitarian assistance; and to win the Nation's wars. These things will always require boots on the ground. Ultimately, America's soldiers will be the ones to achieve the Nation's goals.

“Whenever our nation has called, they have responded magnificently. Who better deserves our appreciation than those cold, tired, dirty, magnificent soldiers . . . on the ground.”

President Clinton

Only soldiers of character and courage, well trained, ably led, and properly equipped will survive to win on tomorrow's battlefields . . .

AMERICA'S ARMY TODAY— ADAPTING TO A CHANGING WORLD

Fundamental to all of this improved technical capability is the requirement for quality people.

Although the Army has undergone a great deal of change in the last eight years, it is only the beginning. Recently, the Army finished the Advanced Warfighting Experiment (AWE) conducted at the National Training Center at Fort Irwin. This AWE gave the Army a unique opportunity to see into its future. Secretary of Defense William S. Cohen said after he visited the AWE that, “I have seen the future of warfare . . . the Army’s ability to use information to dominate future battles will give the United States a new key to victory, I believe for years, if not for generations to come.” He is absolutely correct. This AWE was about the future of the United States Army. At the National Training Center, Task Force XXI tested 71 separate systems and learned a great deal about the future of warfare. We will take those systems that worked well and proliferate them across the Army as quickly as possible. The Army is combining Industrial Age equipment like M1A1 tanks and AH-64 attack helicopters—which are the best in the world—with Information Age technology to vastly improve our warfighting capability.

The AWE was more successful than we hoped, and we learned a number of lessons. First, the industry-soldier lash-up was a huge success. That cooperation permitted us to update technology inside our normal acquisition cycle, literally cutting years off the life cycle process. One of our



goals is to streamline our acquisition process, and this cooperative effort is acquisition reform in action. The AWE was not just about modernization, it is about the essence of our Army: properly balancing our six imperatives—quality people, training, force mix, doctrine, modern equipment, and leader development—that are our links to the past and the future.

The lessons learned from this exercise, coupled with the follow-on exercises at division and corps level, will produce *Army XXI*. Make no mistake about it, *Army XXI* will give us information dominance.



Information dominance allows us to answer three questions that will give us a powerful advantage on the battlefield: where am I?—where are my buddies?—and where is the enemy? The answers to these questions fundamentally allow us to change the way we do business.

Fundamental to all of this improved technical capability is the requirement for quality people. Even with the best technology America can afford to provide, at the point of the spear it will still be a very recognizable fight—system against system, soldier against soldier. That is why our emphasis in *Army XXI* remains on mental agility and the other aspects of change associated with the human dimension.

Army XXI is critical, but it's only an intermediate step. The focus of the Army's intellectual effort is shifting to the Army After Next—the Army of 2020 and beyond. The Army After Next is our effort to look as deep as possible into the future to understand the environment of the third decade of the 21st Century. It is a comprehensive examination that includes consideration of the technology, training, doctrine, leader development, and the warfighting concepts that will be necessary at that time.

Although the Army has undergone a great deal of change in the last eight years, it is only the beginning.

“I have seen the future of warfare . . . the Army's ability to use information to dominate future battles will give the United States a new key to victory . . .”

*Secretary of Defense
William S. Cohen*

SOLDIERS ARE OUR CREDENTIALS

The bedrock of the Army as an institution is our commitment to seven values: honor, duty, courage, loyalty, integrity, respect, and selfless service.

Since 1775, the Army has continually changed to ensure the safety and prosperity of the Nation. The Army can adapt to physical, cultural, and technological change because all change is built upon the foundation of the quality of our soldiers. Soldiers protect the ideals and values of America, they ensure everyone can live in a free and just society. The prosperity and security of the Nation today are a direct tribute to our soldiers, a clear reflection of the spirit of the United States Army and the tangible measure of its might. This legacy is why we say “Soldiers are our Credentials.”

The strength of our Army is grounded in a values-based organization. The bedrock of the Army as an institution is our commitment to seven values: honor, duty, courage, loyalty, integrity, respect, and selfless service. Values are not something that automatically happen, especially in today’s society. Moreover, values are both perishable and fragile; they must be nurtured, reinforced, and sustained. You have to spend time discussing values, explaining to new soldiers coming into the Army what





values are all about, and reinforcing those values to all soldiers on a daily basis through leadership, action, and example.

Honor, duty, courage, loyalty, integrity, respect, and selfless service to the Nation are more than words—they constitute the creed by which we live. The actions in Somalia by Master Sergeant Gary I. Gordon and Sergeant First Class Randall D. Shughart, who were posthumously awarded the Medal of Honor, epitomize the highest Army values.

During a firefight in Mogadishu on October 3-4, 1993, Somali gunfire forced a Blackhawk helicopter to crash land in enemy territory. MSG Gordon and SFC Shughart fired their rifles from another helicopter to protect their comrades at the crash site below them, even though they endured a heavy barrage of fire. With Somali gunmen closing on four critically wounded soldiers at the crash site, the two NCOs volunteered to help and, after dropping from the safety of their own helicopter, fought their way through to the wounded pilot. They provided cover until their ammunition ran out. When SFC Shughart was fatally wounded, MSG Gordon got a rifle from the crash site and handed the weapon and five rounds to the pilot. MSG Gordon said, “Good Luck” and armed only with a pistol, continued the fight until he was killed. Their instinctive actions symbolize the essence of the Army’s values.

General Washington wrote to Congress:

... without arrogance or the smallest deviation from truth, it may be said that no history now extant, can furnish an instance of an Army’s suffering such uncommon hardships as ours have done, and bearing them with the same patience and fortitude.

VALUES—OUR BEDROCK

Values and traditions are the soul of the Army.

As an institution we must eliminate any and all abuse of authority.

Values are what made leaders like Shughart, Gordon, and the countless warriors before them do what they did, and those are the things that must be emphasized to all soldiers. Today, however, many enter the Army with a different values base. We must ensure that our standards and values become theirs. We must steep our soldiers in these values from the time they join the Army until they leave. Respect for others is fundamental to what we are trying to do. As General John M. Schofield said in 1879,

“The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than make an Army. It is possible to impart instruction and give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect for others, especially his inferiors, cannot fail to inspire hatred against himself.”

What Schofield knew over a century ago is still absolutely true today. When authority is abused—whether it takes the form of sexual misconduct, racial prejudice, or favoritism—then the Army as an institution is diminished. Therefore, we must ensure that leaders and soldiers at all levels understand that the most important role of the chain of command—from squad leader on up—is to be fair, to be professional, and to take care of soldiers 24 hours a day, seven days a week.

The Army and its soldiers draw strength from our traditions. Subordinates learn and are mentored by senior leaders who nurture and encourage the development of values and professional attributes. Leaders, in turn, are expected to live by and exemplify those values. Internalizing these values—living them—is what builds professional soldiers.

Values and traditions are the soul of the Army. For over 200 years, from Bunker Hill, to Gettysburg, to the Bulge, and on to



Somalia, these values and traditions were forged by the harsh and unforgiving flames of combat. As an institution we must be unwavering in upholding these values and traditions.

In addition to the seven bedrock values upon which we base our development and service as American soldiers, two other characteristics are an intrinsic part of our environment: discipline and teamwork.

In order to create and sustain an effective fighting force, win the Nation's wars, and perform other missions in support of the National Military Strategy, the Army must rely on disciplined soldiers. Without discipline, armies are only disorderly, armed mobs.

To develop discipline, the Army inculcates its members with the need to follow legitimate orders. This process begins with basic combat training, where new soldiers are taught Army values, exposed to positive role models, and prepared for assimilation into the institution. Order and discipline are paramount and fundamental. Without them, our most important missions—combat operations—are doomed to fail.

To achieve these objectives, we focus our efforts on behavioral change through teaching Army values. Although our ultimate goal is to change attitudes, our initial focus is to modify behavior. Our intent is not to convert people—but to ensure their behavior is not prejudicial to the good order and discipline of a unit or of another soldier.

Obedience to proper orders and submission to appropriate authority is central to all that the Army does. To enlist in the Army and become a soldier, one must swear or affirm to this oath:

“I do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God!”

On taking the oath, soldiers voluntarily forego certain individual liberties, to the point that they must be willing to sacrifice their lives for the good of the Nation. It is this voluntary surrender of individual liberties for the common good that makes any abuse of authority by leaders appointed over soldiers so egregious and devastating to discipline. As an institution we must eliminate any and all abuse of authority.

Teamwork, the ability to work together for a common cause, is also critical to everything the Army does. The Army encourages and

The Army must create an environment where all soldiers, regardless of race or gender, feel that they are vital members of the team.





rewards teamwork at all levels. Teamwork is absolutely essential for units to fight and win on the battlefield or to perform other critical, tough missions. Soldiers have to know that they can rely on each other and their leaders; this fact mandates mutual trust and respect. Developing and sustaining trust (transcending race, gender, culture, and class) is crucial to building a cohesive team. Soldiers who don't treat each other with respect cannot be relied upon to risk their lives for each other on the modern battlefield.

Developing these values—this discipline and teamwork in soldiers—takes both time and resources, but it is a necessary process. The Army perseveres because it must continue to foster the team spirit and sense of community that experience has shown to be so essential to building effective combat forces and winning the Nation's wars. The Army must create an environment where all soldiers, regardless of race or gender, feel that they are vital members of the team. Some of the soldiers entering the Army today may bring with them negative attitudes and biases. Therefore, we must work to instill Army values and traits in all soldiers and show them that prejudicial biases have no place in America's Army.

“Duty, honor, country—these three hallowed words—they are your rallying points: to build courage when courage seems to fail; to regain faith when there seems little cause for faith; to create hope when hope seems forlorn . . .”

Douglas MacArthur

The Army leadership's primary responsibility is to develop soldiers and allow them to reach their full potential. Leaders must set the example by active involvement, personal assessment, and constant observation. All soldiers are volunteers. They come from diverse backgrounds, but all have expectations. We must create an environment where they truly can “be all they can be”. This environment can be achieved in two ways: First, if we empower people to do what is right—legally and morally—there is no limit to the good we can do. That's all that can be asked of anyone—to do what is right. Leaders need to emphasize the importance of values to their soldiers. Soldiers want to do well—the Army must give them the opportunity. An outstanding soldier, Command Sergeant Major Richard Cayton, summed up a leader's responsibility in this way: “Your soldiers will walk a path and they will come to a crossroads; if you are standing at the crossroads, where you belong, you can guide your soldiers to the right path and make them successful.” The Army's leaders must ensure that they are always “standing at the crossroads.”

Second, we must treat others as we would have them treat us. This principle is just a simple restatement of the Golden Rule—but it is a critical point. All soldiers must feel that they are being treated fairly. All must feel that the Army cares and will make an honest attempt to ensure they reach their full potential. Initiative will be stifled and creativity destroyed unless they feel they are given a fair chance to mature and grow.

RESPONDING TO THE CHALLENGE

We are proud of what we have done—we have reshaped the Army while keeping it trained and ready. We know, however, that we have not done it perfectly. We continue to face challenges as we change to meet the needs of the Nation in a rapidly changing environment. The Army game plan is clear—continue to deal with the human challenges created by change in an open and forthright manner and continue to do what is best for the Army and for our Nation.

Following this game plan, three major themes were emphasized in a recent Army-wide chain teaching program. First, our overarching objective is to create a team spirit and a command climate where soldiers are willing to die for each other, if necessary. Such a climate is not possible if leaders or soldiers harass or abuse each other. Second, the Army will continue to focus on job performance. We must continuously stress the fact that soldiers must meet standards. Shared standards and shared experiences create cohesion that is extremely important to building trust among soldiers. When that experience is done to standard, it builds cohesion and teamwork. The chain of command also must be held to strict standards. Third, education in Army values must be emphasized. Senior leaders must emphasize that all soldiers, regardless of MOS, gender, or race are of value, and are equally essential to America's Army and the joint warfighting team. We must inculcate every individual with self respect and confidence. Through this training, every soldier will know how to attack prejudice and discrimination. An observant and protective chain of command is key to preventing prejudice of any kind. It is also essential that soldiers, as members of the team, look out for the welfare of the team and the well-being of every member of the team. To implement these guiding principles, we have taken six specific steps:

CHARACTER DEVELOPMENT XXI

Character Development XXI, is a deliberate effort to refocus the Army on its core values—honor, duty, courage, loyalty, selfless service, integrity, and respect. The program is scheduled to start in October 1997 with most systems in place no later than January 1998. Character Development XXI is a comprehensive program designed to ensure that every soldier understands all of the Army's values. We will equip our leaders with the knowledge and tools they need to create organizational climates that reinforce our message—Army values are the bedrock of all we do.

The Army game plan is clear—continue to deal with the human challenges created by change in an open and forthright manner and continue to do what is best for the Army and for our Nation.



“It should be perfectly clear that any institution must know what its ideals are before it can become coherent and confident.”

*Brigadier General
S.L.A. Marshall*

DOCTRINE

We are in the process of rewriting FM 22-100, *Army Leadership*, to reaffirm the importance of values to the Army. The new FM 22-100 will stress the importance of the role of the leader in teaching those values. By focusing on the character development process, the new doctrine will give leaders the tools to create the ethical climate that fosters the development of the Army's bedrock values. As an Army, we want to go beyond just the recognition of the values as a way of life. We want to go beyond simply creating temporary behavioral changes in our soldiers and civilians. We want to encourage them to embrace these values and make them a part of their everyday life. We want to encourage them to do the right thing, even when no one is watching them. We want them to treat others, in every instance, as they would want to be treated.

TRAINING AND EDUCATION

The Army is coordinating its education and training programs to teach both the concepts of character development and also the tools to foster such development. The instruction will be progressive and sequential throughout the Army education system. Army schools will reinforce this instruction throughout a soldier's career in a way appropriate to the soldier's experience level. By coordinating this instruction, we create a common understanding, a common language of leaders' roles. It is a program focused on our Total Army leaders (military, civilian, active and reserve forces). Additionally, the successful "Consideration of Others" program is being offered as a model program on human relations for operational units to emulate as a way of complementing the institutional training and education programs. Consideration of others should really be viewed as a situational training exercise that builds teamwork, cohesion, and enhances unit and individual performance.



EVALUATION SYSTEMS

Our core values are being made a part of all Army Evaluation Systems. Each system will reflect the common terminology. Values-consistent behavior and the teaching of these values to subordinates will become a part of the evaluation process. Leaders will be able to use the new evaluation systems as supporting tools for achieving the character development objective of "living" the Army values in our organizations. The Officer Evaluation and Reporting System (OERS) and the Total Army Personnel Evaluation System (TAPES) for DA Civilians will come on line first. The noncommissioned officer evaluation report (NCOER) will be modified in the future.

CHAPLAIN SPECIALIZED TRAINING

Chaplains hold a unique place in our Army. They remain trusted confidants of soldiers of all ranks, they have access to commanders at all levels, and they are considered visible representations of the moral and personal values we want to uphold. Our Chaplains' Corps has an important role to play, not only in assisting soldiers subjected to discrimination, but also in helping the Army to inculcate our values in our soldiers. The Chief of Chaplains is working to ensure that the Army has the best possible understanding of values.

Chaplains, by virtue of their identities as clergymen and clergywomen, can coordinate resources designed to complement our systemic understanding by examining why discrimination occurs at the personal level. This understanding will help us apply our knowledge of our military culture to the points where all of our efforts in this area must be effective—the heart and mind of the individual soldier.

EQUAL OPPORTUNITY REPORTING

We have determined that the in-house mechanisms we had for reporting discrimination were inadequate. Some of our normal indicators misled us. For example, we thought that we had a better understanding of the sexual harassment issue than, in fact, we did. We have addressed these shortcomings by making three specific changes that will give commanders a clear, continuing perspective on the scope of values in their units.

First, we have revised our regulation governing Equal Opportunity. We now require incoming commanders to conduct a command climate survey within 90 days of assuming command. This survey should provide new commanders with a wealth of data about their units, including identification of any ongoing problems with values.

Second, our quarterly Equal Opportunity reporting system has been revised and simplified. This revision will provide greater visibility to values concerns in this major command-level report.

Finally, the Army's most comprehensive Equal Opportunity report, the Annual Narrative Summary Report (ANSR), has also been revised to capture data about values more accurately. This revision, as well as the modification of the other reporting instruments, will allow commanders to identify trends and problems quickly so that they can move swiftly to resolve them. Most importantly all leaders must set the example and take the time to communicate honestly and often with their subordinates. That's what leadership is all about.



AMERICA'S SOLDIERS— THEY DO THE HEAVY LIFTING FOR THE NATION

“Of all the thousands of things that come under the heading of “Leadership,” what is it that’s “most important”? Simple . . . soldiers’ values.”

*Colonel Dandridge M.
“Mike” Malone*

The Army is truly people, and that is why it is so important that we address the human dimension of change, just as we do the issues of readiness, modernization, training, and doctrine.

In this era of change the Army must look to its culture, traditions, and values for strength. As long as the Army understands the human dimension of change and embodies traditional Army values, it will continue to be capable of winning the Nation’s wars, defending liberty, and maintaining peace.

The Army will meet the human dimension challenge head on, just as it has met similar challenges in the past. The strength of our institution gives us confidence that we can do so in a straightforward and comprehensive manner. The Army will be even better in the 21st Century for having met this challenge.

The U.S. Army of today and of tomorrow, with its emphasis on developing advanced technology, must give equal, if not greater, emphasis to developing support for the human dimensions of change. Our leaders and soldiers deserve no less. After all, soldiers are today as they have been for the past 222 years, our Nation’s credentials.

